

President's Office Time Stamp / Timbre dateur du bureau du président



Canada Border Services Agency  
Agence des services frontaliers du Canada  
CBSA - President's office  
ASFC - Bureau du Président

CBSA/ASFC-17-03027

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ROUTING SLIP/BORDEREAU D'ACHEMINEMENT

RECEIVED AT

ACTION REQUIRED/ MESURE REQUISE	
Name and Telephone Number/ Nom et numéro de téléphone	Initials and date/ Initiales et date
President / président John Tassowski	JT 24/09/17
Executive Vice-President/ Première vice-présidente Tina Namlesniowski	
A/Vice-President/Vice-président p.i. Robert Mundie	RM 23/9/17
Director General / Directrice générale Claudette Blais Tel./Tél. : 613-941-7236	CB 22/09/17
Senior Director / Directrice principale Marianne Thonin Tel./Tél. : 613-941-7454	MT 21/09/17
<b>Subject/Objet :</b> Minister's Briefing Package for the Audit of Operation Syrian Refugees <b>Action/Mesure :</b> For the Minister's Information / Pour l'information du Ministre <b>BF/AR :</b> October 6, 2017  <p>This is to request that the President approve the report, as secretarially recommended by the Audit Committee on June 19, 2017 and the Minister's Office Briefing Package for the Audit of Operation Syrian Refugees so the audit report can be posted on the website in October 2017. Please date-stamp President's signature on the briefing note.</p> <p>The briefing package has been developed in consultation with the Operations Branch and Communications Directorate.</p> <p>Please advise Director General's Office of IAPED when the President has approved the briefing package so the process for posting the audit report can be finalized.</p>	

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SEP 29 2017



Canada Border Services Agency  
Agence des services frontaliers du Canada

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For information

## **Audit of Operation Syrian Refugee – CBSA Security Screening**

For the Minister

### **ISSUE**

The purpose of this note is to inform you that the Audit of Operation Syrian Refugee (OSR) – Canada Border Services Agency (CBSA) Security Screening report (see attachment 1) is scheduled for posting on the external website of the CBSA in October 2017, as required by the Treasury Board Policy on Internal Audit. This audit was presented at the Audit Committee meeting held on April 25, 2017, and I subsequently approved the report.

### **BACKGROUND**

The *CBSA Act* establishes the CBSA's responsibility for the delivery of Canada's immigration and refugee protection system at Canada's borders, overseas, and inland. In this role, the Agency provides security screening of foreign nationals seeking permanent residence in Canada and functional guidance and intelligence to internal and external partners.

In November 2015, the Government of Canada committed to welcoming 25,000 Syrian refugees to Canada by the end of February 2016. To support this priority, the OSR strategy was developed. This effort was led by Immigration, Refugees and Citizenship Canada (IRCC) in collaboration with the CBSA, other federal and international partners, provinces, territories, municipalities, and non-governmental organizations. The CBSA's specific role in the OSR included performing security screenings and making admissibility recommendations on Syrian refugee cases to the IRCC. The Government of Canada successfully achieved its objective by resettling 26,172 refugees by February 29, 2016. In 2016, the IRCC initiated an audit of the OSR to assess whether processes were established and followed by the IRCC for the OSR to identify and process Syrian refugees. Due to the Agency's role in making admissibility recommendations on Syrian refugees to the IRCC, the CBSA concurrently conducted its own audit to validate the security screening of refugee files.

Page 1 of 3

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The audit's objective was to provide reasonable assurance that effective security screening processes were established and followed by the Agency for the OSR in making admissibility recommendations to IRCC.

## CONSIDERATIONS

The CBSA developed formalized security screening procedures for the OSR and conducted quality assurance and oversight activities throughout the Operation. Key controls were designed and implemented to ensure that security screening of all OSR applicants referred to the Agency was completed.

The audit contains two recommendations:

- explore options for electronic automation of the security screening process; and
- implement a revised quality assurance program.

This audit is likely to attract media attention as there was extensive media coverage during the OSR. However, the audit is generally positive and demonstrates that the CBSA had robust processes in place. As a result, a responsive approach is recommended. The agency has prepared media lines and questions and answers (see attachment 2) to respond to any media enquiries. Messaging emphasizes that the CBSA will fully comply with audit findings and is making the necessary adjustments to enhance its screening program.

The Agency is coordinating the publication of this report with the IRCC and the publication of its report.


## NEXT STEPS

CBSA senior management concurs with the findings and recommendations. Management action plans have been developed and are on track to be completed by November 2017.

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The report was reviewed in accordance with the requirements of the *Access to Information Act*.  
The sections exempted from disclosure are highlighted in yellow and will not be published.

Please note that I am available to discuss, or have CBSA officials brief your staff, at your convenience.

  
\_\_\_\_\_  
John Ossowski  
President

SEP 29 2017

ATTACHMENTS

1. Report: Audit of Operation Syrian Refugee – CBSA Security Screening – English and French
2. Media Lines: Audit of Operation Syrian Refugee – CBSA Security Screening – English and French

c.c.: Mr. Malcolm Brown, Deputy Minister  
Public Safety Canada



## AUDIT OF OPERATION SYRIAN REFUGEE MEDIA LINES / QUESTIONS AND ANSWERS

**Date: July 19, 2017**

**For use by CBSA spokespersons only**

### ISSUE

The audit of Operation Syrian Refugees (OSR) was approved by the Audit Committee on June 23, 2017, and will be posted on the Canada Border Services Agency (CBSA) external web site. The audit focuses on CBSA's security screening processes for OSR from November 4, 2015 to February 29, 2016.

The audit makes two recommendations that have been agreed to by the Vice-President of Operations. The audit makes the following recommendations:

- Exploring the option to automate controls within the National Security Screening Division's (NSSD) case management system in order to strengthen processes by ensuring that all mandatory system checks are completed and appropriately documented; and
- Implementing the NSSD's revised quality assurance program.

There was extensive media coverage on OSR during that period, as such, we anticipate significant media coverage when the audit is released in August 2017.

### MEDIA LINES

- The audit found that the CBSA had developed security screening procedures for Operation Syrian Refugees as well as conducted quality assurance and oversight activities throughout this operation.
- The CBSA agrees with the findings and recommendations included in the audit, and is taking steps to implement these recommendations, which will enhance the security screening program.
- The implementation of the two recommendations will ensure the findings are addressed and will further improve the CBSA's current processes and quality assurance program.
- The CBSA values the internal audit process as a way to evaluate and improve the programs and services provided to Canadians. The CBSA's Operations Branch will benefit from the results of this audit.
- The CBSA's top priority is the safety and security of Canada and Canadians. Border services officers question and risk assess every traveller before they enter the country.
- The CBSA has a long, well-established and well-respected security screening practice, and collaborates with relevant departments and agencies, as well as with international partners, to ensure the integrity of the process.

## QUESTIONS AND ANSWERS

### Q1. Does the CBSA management agree with the audit findings and recommendations?

A1. The CBSA agrees with the findings and recommendations of the audit of the security screening process for OSR. The CBSA has already completed work to address the recommendations. We will continue to improve processes to ensure that the security screening program is more effective and efficient.

### Q2. How are the recommendations being addressed?

A2. The CBSA will ensure the automation of key components of the security screening process by November 2017. The CBSA has also implemented a quality assurance framework and process in January 2017. These procedures will reduce potentials risks, such as human error, and guarantee complete verifications during the security screening process.

### Q3. What is Operation Syrian Refugee strategy?

A3. The Operation Syrian Refugee (OSR) strategy was developed to support the Government of Canada's commitment to welcome 25,000 Syrian refugees into Canada by the end of February 2016. The OSR strategy was led by the Immigration, Refugee and Citizenship Canada (IRCC) in collaboration with the CBSA and other international and Canadian partners. The Government of Canada successfully achieved its objective by resettling 26,172 Syrian refugees.

Prepared by:	In consultation with:	Approved by:
Marianne Bergeron Communication Advisor	Raymond Bédard Executive Director Border Operations Directorate	Marc Raider a/ Director General Communications Directorate



## AUDIT DE L'OPÉRATION RÉFUGIÉS SYRIENS INFOCAPSULES / QUESTIONS ET RÉPONSES

**Date : Le 19 juillet 2017**

**À l'usage exclusif des porte-parole de l'ASFC**

### OBJET

L'audit de l'Opération Réfugiés syriens (ORS) a été approuvé par le Comité d'audit le 23 juin 2017 et sera affiché sur le site externe de l'Agence des services frontaliers du Canada (ASFC). L'audit porte sur les processus de filtrage de sécurité utilisés par l'ASFC dans le cadre de l'ORS du 4 novembre 2015 au 29 février 2016.

L'audit a formulé deux recommandations qui ont été acceptées par le vice-président des Opérations. Les deux recommandations sont les suivantes :

- Étudier la possibilité d'automatiser les mesures de contrôle dans le système de gestion de cas de la Division des enquêtes pour la sécurité nationale (DESN) afin de renforcer les processus en veillant à ce que toutes les vérifications obligatoires dans les systèmes soient effectuées et dûment consignées;
- Mettre en œuvre le programme d'assurance de la qualité révisé de la DESN.

L'ORS a suscité une forte couverture médiatique pendant cette période, et nous nous attendons donc à ce que la publication de l'audit en août 2017 suscitera tout autant d'intérêt.

### INFOCAPSULES

- L'audit a déterminé que l'ASFC a élaboré une procédure de filtrage de sécurité officialisée pour l'ORS et qu'elle a mené des activités d'assurance de la qualité et de surveillance tout au long de l'ORS.
- L'ASFC est d'accord avec les constatations et les recommandations de l'audit. Elle prend des mesures pour donner suite aux recommandations, qui viendront améliorer le programme de filtrage de la sécurité.
- La mise en œuvre des deux recommandations veillera à ce que les constatations soient traitées et viendra améliorer les processus et le programme d'assurance de la qualité actuels de l'ASFC.
- Le processus d'audit interne est un moyen précieux pour l'ASFC d'évaluer et d'améliorer les programmes et les services qu'elle offre aux Canadiens. La Direction générale des opérations de l'ASFC bénéficiera des résultats de l'audit.
- La priorité absolue de l'ASFC est la sécurité du Canada et des Canadiens. Les agents des services frontaliers questionnent tous les voyageurs et évaluent les risques qu'ils posent avant leur entrée au pays.
- Le processus de filtrage de sécurité de l'ASFC est exhaustif, bien établi et respecté depuis longue date. L'ASFC collabore avec les ministères et organismes concernés, ainsi qu'avec des partenaires internationaux, pour assurer l'intégrité du processus.



## QUESTIONS ET RÉPONSES

### Q1. La direction de l'ASFC est-elle d'accord avec les constatations et les recommandations de l'audit?

R1. L'ASFC est d'accord avec les constatations et les recommandations de l'audit des processus de filtrage de sécurité pour l'ORS. L'ASFC a déjà pris des mesures pour répondre aux recommandations et continuera d'améliorer les processus pour assurer l'efficacité et l'efficacité du processus de sécurité.

### Q2. Que fait l'ASFC pour donner suite aux recommandations?

R2. L'ASFC assurera l'automatisation des éléments clés du processus de filtrage de sécurité d'ici novembre 2017. L'ASFC a aussi mis en place un processus et un cadre d'assurance de la qualité en janvier 2017. Ces procédures vont réduire les risques, comme l'erreur humaine, et vont garantir des vérifications complètes dans le cadre du processus de filtrage de sécurité.

### Q3. Quelle est la stratégie Opération Réfugiés syriens?

R3. La stratégie Opération Réfugiés syriens a été élaborée pour appuyer l'engagement du gouvernement du Canada à accueillir 25 000 réfugiés syriens au Canada avant la fin de février 2016. Immigration, Réfugiés et Citoyenneté Canada (IRCC) a dirigé les efforts de l'ORS en collaboration avec l'ASFC et d'autres partenaires canadiens et internationaux. Le gouvernement du Canada a atteint son objectif en accueillant 26 172 réfugiés syriens.

Préparé par :	En collaboration avec :	Approuvé par :
Marianne Bergeron Conseillère en communications	Raymond Bédard Directeur exécutif Direction des opérations frontalières	Marc Raider DG/I Direction des communications



**Lemieux, Steve**

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**From:** Cyr-Delfino, Denise  
**Sent:** July 27, 2017 01:00 PM  
**To:** Cariglia, Brent  
**Cc:** CBSA-ASFC\_Comms\_Coordination  
**Subject:** FW: Audit of Operation Syrian Refugees - BN  
**Attachments:** OSR BN\_July 27.docx

Please find attached the approved comms considerations for the OSR BN.



## AUDIT OF OPERATION SYRIAN REFUGEE MANAGEMENT RESPONSE AND ACTION PLAN

### OVERALL MANAGEMENT RESPONSE

Operations Branch agrees with the findings and recommendation of the Audit of the security screening process for Operation Syrian Refugees. Work is already underway to address the observations and recommendations which will result in a more effective and efficient security screening program.

### RECOMMENDATION 1

*The Vice-President Operations, in consultation with the Vice-President Information, Science and Technology and the Vice-President Programs, should continue to explore the option to automate controls within the NSSD's case management system in order to strengthen processes and ensure that all mandatory security screening checks are completed and documented in the Agency's systems prior to making an admissibility recommendation.*

#### MANAGEMENT RESPONSE (TO BE INCLUDED IN THE REPORT)

Operations Branch agrees with the findings and recommendation. The automation of key components of the security screening process incorporates system and database queries to ensure complete systems, database verifications and/or document verifications have been performed.

MANAGEMENT ACTION PLAN	COMPLETION DATE
1.1 Operations Branch, in consultation with internal and external stakeholders, has developed a draft business case for security screening automation and modernization (SSAM) that will address the automated control gaps identified by this audit, as well as capacity and interoperability issues with the current system. The proposed new system would leverage existing risk assessment and management methodologies to provide more timely and informed admissibility recommendations to the IRCC	December 2016 (completed)
1.2 Finalize costing of the SSAM business case to seek opportunities to secure funding.	August 31, 2017

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## RECOMMENDATION 2

*The Vice-President Operations should implement the updated quality assurance process and framework.*

MANAGEMENT RESPONSE (TO BE INCLUDED IN THE REPORT)
Operations Branch agrees with the findings and recommendation.
A rigorous and systematic QA framework and process has been implemented including a supervisor's review, and documenting of the results.

MANAGEMENT ACTION PLAN	COMPLETION DATE
2.1 Develop and implement a formalized Quality Assurance Framework and process, including training.	January 31, 2017